

Structuring Teaming Agreements: Joint Ventures or Subcontracts?

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RFP Specific Experience/Capabilities

Scope / Capabilities	Project 1	Project 2	Project 2
Design	★		
Construction	★	★	★
ES&H	★	★	★
Groundwater	★	★	★
Maintenance		★	
Property Mgmt.			
Project Mgmt.		★	
ISO 9001	★		

Can you show multiple examples of relevant Past Performance for each scope/requirement area?

- Gaps in the matrix reveal teaming needs

Situational Factors for Teaming

- **Will our experience be considered relevant by this client?**
- **Other RFP criteria (size, category, location)**
- **Resources and infrastructure needed to perform?**
 - Can we show we can deliver the numbers and skills required?
 - Do we have the financial and back office capacity?
- **Understanding the client's perspective and local factors?**
 - Do we understand the clients needs and wants from the contractor?
 - What are the hot buttons not in the RFP?
 - Is there an “essential local team member/resource”?

Forming the Team

- **Add only the members needed to fill gaps**
 - Verify your partner(s) really fill the gaps
- **The team should appear logical and balanced to the client**
 - Consider the client's comfort zone for complexity
 - Keep it simple for new clients
- **Select team members with compatible cultures**
 - Business approaches are compatible (e.g., pricing and staffing)
 - Similar management styles (decision making and authorities)
 - Client relations style (transactional or strategic)
- **Match the team structure (Prime/sub, JV) to the opportunity**
 - Weigh the strengths, weakness and pitfalls of each model
 - When is a JV better than a prime/sub?